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# ADVANCING PROFESSIONALISM IN PUBLIC SAFETY



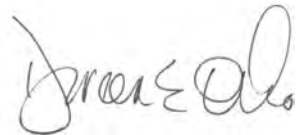
Notes...



## Forward to 2018...

Strategic planning is a difficult undertaking. It requires the coming together of a diverse group of individuals and agreeing on a common mission and defining achievable goals. During the process, individuals have to be willing to identify strengths and weaknesses and evaluate areas that need to be changed and processes that can be streamlined. This document will provide a logical guide over the next five years to implement the initiatives, goals, and objectives set out in this strategic plan.

MCOLES is committed to meeting those goals and actively participating in carrying out the initiatives included in this strategic plan. It is a great time to be involved with law enforcement and the criminal justice community. We look forward to the next five years as we develop and strengthen our partnerships and the challenges that lie ahead. We invite you to look over and participate in our strategic plan.



**Chief Doreen Olko**  
**Commission Chair**





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# Mission Statement...

## *WHAT DO WE DO?*

Our mission statement represents the purpose of our organization, what we do, and why we exist.

## *MISSION STATEMENT:*

The Michigan Commission on Law Enforcement Standards is created by law to serve the people of the state of Michigan by ensuring public safety and supporting the criminal justice community.

We provide leadership through setting professional standards in education, selection, employment, licensing, license revocation, and funding in law enforcement and criminal justice, in both the public and private sectors.



## WHERE ARE WE GOING?

Our vision statement describes where MCOLES would like to be in the next five years. Our vision statement reveals an independent organization able to fulfill its mission as a recognized leader in training development and ethical standards for Michigan's law enforcement officers and their agencies.

### VISION STATEMENT:

Through a dedicated fund, MCOLES supports law enforcement agencies to provide safe and secure communities that allow for a prosperous state that is positioned to meet the challenges of the future.

MCOLES conducts business in an environment free from organizational or financial conflicts of interest with independent control over fulfilling its mission.

MCOLES is nationally recognized as a leader in the development of training and ethical standards for law enforcement officers.

## ...Vision Statement



# Our Values...

## WHO ARE WE?

Our values define who we are and set the basic framework for how we choose to conduct business as public employees. It frames our philosophy for providing a strong sense of customer service, but also defines what we, as employees expect from each other.

## OUR VALUES

- **Respect** ~ We value the unique and diverse skills, abilities, and perspectives of individuals.
- **Ethical Character** ~ We are honest, ethical, and fair. Personal integrity and professional ethics guide all our decisions.
- **Leadership and Professionalism** ~ We recognize our role as leaders in advancing the skills, knowledge, ethics, and attitudes necessary for achieving and maintaining professional excellence.
- **Accountability** ~ We accept responsibility for our behaviors, decisions, and actions.
- **Commitment** ~ We understand our mission and our individual roles in its accomplishment. We dedicate our energies and abilities to its fulfillment and we are willing to make sacrifices in its attainment.
- **Partnership** ~ We recognize that more can be accomplished when individual actions are taken in an atmosphere of trust and cooperation.
- **Communication, Consultation, and Shared Decision-Making** ~ We value clear and open communication. We encourage involvement, information sharing, and collaboration in the decision-making process.





## Goal 1. Increase outreach opportunities.

- 1.1 Create a marketing plan focused on promoting MCOLES as the primary resource for law enforcement by July 1, 2014.
- 1.2 Increase two-way communications with potential new recruits, funding sources, and stakeholders through the use of relevant technology by January 1, 2015.

*Strategy: Focus on social media and face-to-face contact.*

- 1.3 Increase direct contact with national and regional criminal justice and public safety professionals by January 1, 2016.

**Why?** It is important for MCOLES to develop external partnerships with regional and national criminal justice and public safety professionals to promote itself as the primary resource for law enforcement.

We will be increasing our two-way communication with our stakeholders through the use of relevant social media technologies and face-to-face contact, working toward the common goal of identifying additional partnership opportunities and expanding our networks to provide better customer service. Stakeholders include law enforcement officers and agencies, the legal sector, our training delivery system, the courts, citizens, and organizations such as the Michigan Sheriffs' Association and the Michigan Association of Chiefs of Police.

This goal can be accomplished, in part, by solidifying existing partnerships and by re-establishing individual lines of communication through the use of modern technologies and applications. Ultimately, the purpose of an entity such as the Michigan Commission on Law Enforcement Standards is to ensure the safety of our citizenry by licensing only those who possess a minimum level of core competency. By improving our position as a meaningful resource to stakeholders, either through direct contact or through social media, can help ensure the system for producing such competencies function as intended.



# Strategic Goals...

## Goal 2. Improve organizational assets

- **2.1** Establish budgetary priorities for legislative use by July 1, annually.

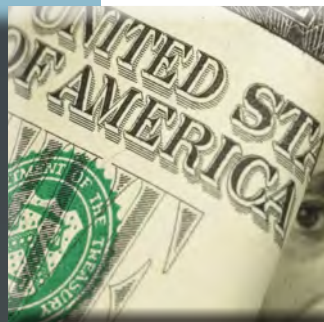
***Strategy:** Submit budget plan to Director, MSP by September 1, annually.*

- **2.2** Conduct a needs assessment for staffing, resourcing, technology, and facilities by January, 2015.

**Why?** With the recent downturn in the economy and the loss of experienced employees during the 2010 early retirement plan, fewer MCOLES staff members were left to perform heavier workloads and additional responsibilities. As we move forward into the next five years, MCOLES anticipates further retirements of experienced staff.

MCOLES will conduct a needs assessment of our staffing, technology, resources, and facilities. This will allow us to improve our organizational assets, establish budgetary priorities, and move in the proper direction assuring succession plans are in place. And, technology will provide both employees and our clients with better customer service.

MCOLES must attract and inspire qualified individuals who will contribute to organizational effectiveness and reflect the mission and overall objectives of the organization and the criminal justice profession. Most importantly, MCOLES must identify those with integrity who will be closely aligned with our organizational values.



## ...Strategic Goals

### Goal 3. Develop resource autonomy

- **3.1** Continue to develop a position paper for funding strategies and distribute by July 1, 2014.
- **3.2** Inform, advise, and educate stakeholders on the MCOLES business model by July 1, 2015.

**Strategy:** Include the mission and business model in continuous outreach activities.

**Why?** In an economy where general funds are shrinking, it is important for MCOLES to seek independent and stable funding sources, particularly as new responsibilities are assigned. MCOLES will identify these sources by creating meaningful partnerships that will provide funding streams to support its mission and vision statements. And, we will continue to identify specific funding strategies that increase the Michigan justice training fund and support our current business model.

MCOLES is a unique organization with unique responsibilities. No other state entity exists that provides the types of oversight and services in relation to the law enforcement profession in Michigan. An autonomous funding source is crucial for the success of our organizational model, particularly in today's politically charged environment.

Our organization must not be seen as an adjunct to the political whims of others or influenced by special interest groups. Rather, a sound funding strategy permits MCOLES to avoid improper influence, which in turn allows the organization to target time, energy, and resources toward the true needs of the law enforcement profession.





# Strategic Goals...

## Goal 4. Develop and promote excellence in professional standards

- **4.1** Support legislative reform for law enforcement ethics by January, 2014.

***Strategy:** Encourage support from stakeholders, law enforcement partners, professional organizations, and legislators.*

- **4.2** Conduct a needs assessment of all law enforcement training providers including basic training academies, in-service training providers, and vendors by January 1, 2015.
- **4.3** Share law enforcement operational best practices with law enforcement agencies by January, 2016.
- **4.4** Promote the establishment and compliance with employment, licensing, and selection standards by March 1, 2017.

***Strategy:** Provide educational seminars through the use of relevant technologies, e.g., Webinars.*

**Why?** Based upon a comprehensive needs assessment, it is important for MCOLES to continue fostering the professionalism of public service and to conceptualize itself as part of the criminal justice system rather than another layer of government bureaucracy.

In accomplishing this goal, MCOLES will identify, publish, and share organizational best practices with the law enforcement profession, use technology to promote compliance with all medical and non-medical standards, and fully support meaningful state legislation. Professional standards include agency and individual best practices and criteria, achievable by all agency sizes and types, intended to maintain quality, effectiveness, and efficiency. Standards include specific strategies, values, and general concepts, which ensure that an acceptable level of effectiveness and competency is maintained in the profession. Standards can produce concrete results, such as lower deaths of law enforcement officers, foster ethical behavior on the street, and prioritize continuing educational requirements.

Citizens must perceive the law enforcement profession as legitimate. Excellence in professional standards, as established by MCOLES, can build community trust by emphasizing the purpose of policing. This goal can best be accomplished by working closely with basic recruit academies, in-service training providers, and the state legislature.





# MCOLES Target Matrix...

Target Matrix	Objective	FY 14	FY 15	FY 16	FY 17	FY 18
1.1	Create a marketing plan focused on promoting MCOLES as the primary resource for law enforcement by July 1, 2014.	X				
1.2	Increase two-way communications with potential new recruits, funding sources, and stakeholders through the use of relevant technology by January 1, 2015. <i>Strategy: Focus on social media and face-to-face contact.</i>		X			
1.3	Increase direct contact with national and regional criminal justice and public safety professionals by January 1, 2016.			X		
2.1	Establish budgetary priorities for legislative use by July 1, annually. <i>Strategy: Submit budget plan to Director, MSP by September 1, annually.</i>	X	X	X	X	X
2.2	Conduct a needs assessment for staffing, resourcing, technology, and facilities by January, 2015.		X			
3.1	Continue to develop a position paper for funding strategies and distribute by July 1, 2014.	X				
3.2	Inform, advise, and educate stakeholders on the MCOLES business model by July 1, 2015. <i>Strategy: Include the mission and business model in continuous outreach activities.</i>		X			
4.1	Support legislative reform for law enforcement ethics by January, 2014. <i>Strategy: Encourage support from stakeholders, law enforcement partners, professional organizations, and legislators.</i>	X				
4.2	Conduct a needs assessment of all law enforcement training providers including basic training academies, in-service training providers, and vendors by January 1, 2015.		X			
4.3	Share law enforcement operational best practices with law enforcement agencies by January, 2016			X		
4.4	Promote the establishment and compliance with employment, licensing, and selection standards by March 1, 2017. <i>Strategy: Provide educational seminars through the use of relevant technologies, e.g., Webinars.</i>				X	





## ...Our Strategic Planning Team

- Chief Doreen E. Olko, Chair, Representing Michigan Association of Chiefs of Police
- Mr. Thomas C. Cameron, Vice Chair, Representing Attorney General Bill Schuette
- Mr. Michael D. Wendling, Representing Prosecuting Attorneys Association
- Director John Calabrese, Representing Michigan Association of Chiefs of Police
- Mr. Ken Grabowski, Representing Police Officers Association of Michigan
- Lt. Col. Daniel Atkinson,
- Capt. Greg Zarotney, Representing Col. Kriste Kibbey Etue, Michigan State Police
- Sheriff James Bosscher, Representing Michigan Sheriffs Association
- Sheriff Jerry L. Clayton, Representing Michigan Sheriffs Association
- Chief Donald Mawer, Representing Michigan Association of Chiefs of Police
- Mr. Christopher M. Luty, Representing Michigan State Police Troopers Association
- Sheriff Leo Mioduszewski, Representing Michigan Sheriffs Association
- Mr. John Buczek, Representing Michigan Fraternal Order of Police
- Mr. Richard R. Weiler, Representing Police Officers Labor Council
- Mr. Fred F. Timpner, Representing Michigan Association of Police
- Professor Ron Bretz, Representing Criminal Defense Attorneys of Michigan
- Mr. David L. Harvey, MCOLES Executive Director
- Ms. Hermina Kramp, MCOLES Deputy Executive Director
- Mr. John Steele, MCOLES Manager Standards Compliance Section
- Mr. Wayne Carlson, MCOLES Manager Career Development Section
- Mr. David Lee, MCOLES Manager Licensing and Administrative Services Section
- Mr. John Szczubelek, MCOLES Legal Counsel
- Ms. Diane L. Horwath, MCOLES Communications Analyst
- Facilitator: Col. (ret) Berri K. Meyers Department of Military and Veterans Affairs



# MCOLES



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